

DD/S 72-4671

DD/S REGISTRY

FILED Meeting (Deputies)  
19 December 1972

MEMORANDUM FOR THE RECORD

SUBJECT: Deputies Meeting on 14 December 1972

1. On 14 December the Executive Director-Comptroller held a meeting with the Deputy Directors. In attendance were:

DDI (for topics 2 through 7)  
DDS  
DDP  
DDS&T  
D/DCI/IC  
General Counsel  
Acting IG  
D/Personnel  
D/PPB (for topics 7, 8, and 9)

Equal Employment Opportunity

2. The Executive Director introduced this topic by reviewing the President's policies as forwarded by Civil Service Commission Chairman Hampton's 18 August 1972 Memorandum to Heads of Departments and Agencies. Mr. William Bavis, EEEO, noted that the emphasis in our program is focused on three areas, i. e., black recruitment, black promotions, and promotions for women. He provided statistics on progress in all three of these areas and noted that a detailed report on these matters will be distributed to those in attendance. [REDACTED] Executive Director of NPIC, then described in detail NPIC's experience with an upward mobility program under the aegis of a D/NPIC panel. The Executive Director noted that each directorate has offices which might profit from NPIC's experience and encouraged application where appropriate.

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### Personnel Development Program

3. Having previously circulated an unsigned memorandum to the Deputies on this topic, the Executive Director noted that its provisions are designed to accommodate the unique considerations in each directorate. The DDI asked that the Director of Personnel circulate specific guidance and information as to management training and qualifications. He also asked that the literature on this program avoid reference to "rotation" as implying automatic shifts. The Executive Director concurred. In response to the DDP, the Executive Director explained that directorates will not be required to conform with the standard forms, except as imposed from outside the Agency, but the Office of Personnel is prepared to assist directorates in establishing their own schedules and report formats. The DDS&T observed that on-the-job training is often the most effective means of career development. A brief discussion followed, and it was decided that the Executive Director would issue the memorandum with the elimination of references to "rotation."

Action: Director of Personnel

### Personnel Development Training

4. The Executive Director then led a discussion on the Director of Training's two memoranda of 17 November 1972, Subject: Personnel Management and Development. The first memorandum on "Use of Training in Personnel Management and Development" was approved. In discussing the second memorandum on "Organizational Support of Training," it was decided to refer to the Training Board of Visitors the questions of the extent and timing of Managerial Grid training in the Agency and the desirability and timing of training in techniques of leadership and supervision for junior, mid-level, and senior supervisors. In particular, it was thought that we might have overemphasized the self-analytical process of the Managerial Grid and underemphasized the need to help managers at different levels learn the techniques of programming, personnel supervision, productivity control, etc., as applicable to CIA.

Action: IG and Training Board of Visitors

### Vacancy Notices

5. A number of comments were offered on the draft Headquarters Notice establishing an Agency-wide vacancy notice system. The Executive Director noted that each directorate is free to have its own internal vacancy

notice system and that the Headquarters Notice proposes a system for interdirectorate use. The DDI reported that their experience has underlined the importance of supervisors having the opportunity to comment on applications and that each employee be informed that his application was considered and acted upon. Appropriate changes will be made in the Headquarters Notice prior to issuance.

Action: Director of Personnel

#### Supergrade Positions

6. The Executive Director noted a letter just received from the Civil Service Commission date 11 December which directs that any supergrade positions not utilized are to be withdrawn from Department and Agency supergrade allocations. He noted that our allocations are received from OMB but the Chairman's letter is indicative of the pressures we may be under in this regard. A previously distributed unsigned memorandum on supergrade authorization and ceiling was then discussed. The decision was made to issue the Executive Director's memorandum for implementation.

#### Program Call

7. The Executive Director asked the Deputies to review the DCI's objectives contained therein and advise. He also noted the requirement for them to develop their own program evaluation systems and explained work under way to reorganize program categories parallel to organizational functions. He asked that the Deputies forward their comments on the Call by 18 December.

#### Personnel Reduction

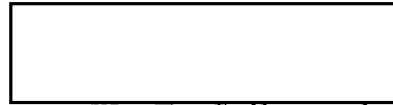
8. A memorandum on this topic, including several questions to each directorate where reductions might be made, aroused some opposition and concern from the Deputies. The Executive Director noted that these particular questions need not be answered but were offered only for the Deputies' consideration in identifying where cuts might be achieved. A brief discussion of the IDEALIST Program took place, and the DDS&T and Executive Director concluded that this topic should be raised with the Director.

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Absorption of the FY 1973 New Pay Cuts

9. The Executive Director explained that his memorandum to the Deputies on this topic was for their planning officers to discuss with O/PPB.



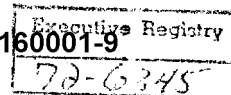
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W. E. Colby  
Executive Director-Comptroller

Attachment:  
Agenda

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11 December 1972

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science & Technology  
Deputy Director for Support  
Deputy to the DCI for the Intelligence  
Community  
General Counsel  
Inspector General

SUBJECT : Agenda for the Deputies Meeting on  
14 December 1972

At our meeting on 14 December, the following subjects will be discussed:

- STAT
- a. Equal Employment Opportunity. Mr. William Bavis and Mr. [ ] will brief on this matter.
  - b. Personnel Development Program. Two memoranda on this subject were forwarded to you today. (See proposed memo from ExDir to the Deputy Directors, Subj: Personnel Development Program; and memo to ExDir from DTR dtd 17 Nov 72, Subj: Personnel Management and Development.)
  - c. Vacancy Notices. Memo to ExDir from D/Pers dtd 20 Nov 72 was forwarded to you on 24 November.
  - d. Supergrade Positions. A proposed memo from ExDir to the Deputy Directors, Subject: Supergrade Authorizations and Ceiling, was forwarded to you today.
  - e. Program Call. Executive Director will initiate discussion.

WEC

W. E. Colby  
Executive Director

cc: Director of Personnel

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